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DD/A Registry  
78-2915/12

5 October 1978

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Operations  
Deputy Director for National Foreign Assessment  
Deputy Director for Science and Technology  
General Counsel  
Legislative Counsel  
Comptroller  
Inspector General  
Director, Public Affairs  
Director, EEO

FROM: Deputy Director of Central Intelligence

SUBJECT: Follow-Up [ ] Retreat 29-30 September

As you know, our discussions on CIA Goals and Personnel Management issues resulted in a number of decisions that need follow-up. In addition, our discussions either confirmed or revised previous activities. I have listed these follow-up actions below.

25X1A

I. [ ] Decisions Needing Follow-up:

A. CIA Goals

- I. Schedule individual DCI/DDCI meeting with each Directorate and Staff Office to continue discussions in more depth on CIA Goals.

*VO  
W/Dirks*  
ACTION: First meeting will be with DDSGT on 16 October, 1400-1530. [ ] will work with 25X1A Dirks to provide specific agenda of goals, issues, problems. Other CIA Goals meetings will be scheduled thereafter.

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*O TS2 C*  
*for info*  
2. All Five Career Service Heads are to prepare a paper on the amount of time they spend communicating with CIA staff ( in management courses, lectures, etc.).

ACTION: Blake/Hetu prepare guidelines defining reporting requirements by 16 October. Career Service Heads prepare report to DDCI by 30 October.

3. Following additional goals should be added to NFAC Goals list:

- X*  
-- Establish I&W Network  
-- Review Operations Center role and resources  
-- Review allocation and utilization of personnel skills within NFAC particularly in OER and ORPA areas.

ACTION: NFAC should add these goals, progress to be discussed at DCI/DDCI-NFAC Goals meeting when scheduled.

B. Personnel Management

*CMO*  
4. Each Directorate should review and provide a report on how it balances equities when taking into account the needs and goals of the individual employee and those of the line units when making assignments. Included in the discussion should be a description of how each Career Service provides career counseling to the individual employees.

ACTION: Each Head of Career Service to provide report to DDCI by 15 November.

5. After discussion of the proposal, the DCI decided that a team of outside experts would be hired to thoroughly review the Agency personnel system and prepare recommendations as appropriate for DCI decision.

**SURFET**

25X1A

ACTION: [redacted] prepare appropriate staff work for DCI/DDCI review, coordinate with DDA and O/Personnel; Consultants to be hired o/a 22 November 1978.

6. DDCI accepted DDA proposal to review and prepare for consideration/decision an updated version of a previous Agency attitudinal survey.

ACTION: DDA prepare proposal for DDCI review by 30 October.

### III. Continuing Activities -- Further Action Needed

#### A. Personnel Management

7. Evaluation/Fitness Report. Continue to redesign form particularly to include EEO, security, ability to write fitness reports and management ability; define the 1-7 scale more precisely.

ACTION: All participants comment to O/Personnel by 10 October. O/Personnel prepare summary report to DDCI by 10 October with recommendations for further actions.

8. Panels. Continue to develop panel criteria which addresses composition of panels and size of units handled by panels. Primary purpose is to build more objectivity in panel system; composition should be as broad as possible; number of people reviewed by panels should be larger.

ACTION: Participants comment to O/Personnel by 20/11 October. O/Personnel prepare summary report and recommendations for action to DDCI by 15 October 1978.

9. Promotion/Assignment Criteria. Design system to provide greater incentives for lateral assignment of employees, including both rotation and transfers, and incorporate in to panel system.

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ACTION: Participants comment to O/Personnel by 10 October. O/Personnel prepare summary report with recommendations for action by DDCI by 18 October 1978.

10. Agency-Wide Vacancy Notice. Current Agency vacancy announcement system should be reviewed with objective of making it more open and equitable.

ACTION: Blake prepare report on GS-04 to GS-13 movements per month to identify work-load factors. O/Personnel analyze participant reviews of O/Personnel vacancy memorandum and prepare report with recommendations to DDCI by 15 October 1978.

*Comments to  
O/P by 20 Oct 78  
ATP*

30

25X1A

Frank C. Carlucci

cc: DCI  
D/Personnel

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ADMINISTRATIVE

ONLY

ANNUAL WORK PLAN

GENERAL INFORMATION

EMPLOYEE NUMBER	NAME (Last, first, middle)	GRADE	SD
POSITION TITLE	OFF/DIV/BR OF ASSIGNMENT	CURRENT STATION	

EMPLOYEE'S JOB - State briefly where the position fits in the staffing pattern and if appropriate, the number and type of employees supervised by this employee.

WORK OBJECTIVES, GOALS AND PRIORITIES - List the specific objectives and goals, in priority order, formulated by the supervisor and the employee.

PERIOD COVERED

SIGNATURE OF EMPLOYEE (Name typed)

SIGNATURE OF SUPERVISOR (Name typed)

FILE

GRADE DATE

TITLE

GRADE DATE

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SEVEN POINT SCALE PERFORMANCE DEFINITIONS

1. Constant supervision and direction are required to keep efforts focused on assigned tasks; efforts are not sufficient to complete work on time; performance quality consistently falls short of formulated expectations.
2. Continual supervision and direction are required to keep efforts focused on assigned tasks; work is frequently late and frequently falls short of formulated expectations.
3. This employee meets the norms described in number 4 in all but one area which is below expectations.
4. Applies required efforts to assigned tasks under routine supervision and direction; uses standard approaches to tasks so that tasks are completed on time; work produced meets formulated expectations.
5. This employee meets the norms described in number 4 and exceeds expectations in one area.
6. Usually applies efforts to priority elements of assigned tasks and requires occasional supervision and direction; uses effective approaches to tasks so that tasks are frequently completed ahead of deadlines; work produced sometimes exceeds formulated expectations.
7. Consistently applies efforts to priority elements of assigned tasks while requiring little if any supervision and direction; uses most effective, often new, approaches to tasks so that tasks are completed well ahead of deadlines; work produced consistently exceeds formulated expectations.

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SECTION A

GENERAL INFORMATION

1. EMPLOYEE NUMBER	2. NAME (Last, First, Middle)			3. GRADE	4. SD
5. POSITION TITLE			6. OFF/DIV/BA OF ASSIGNMENT	7. STATION	8. CODE (Ck. I.) HQ5. DF
9. TYPE OF APPOINTMENT			10. TYPE OF REPORT		
CAREER	RESERVE	TEMPORARY	1 TRIAL 2 (CIRCLE NO.) 3	ANNUAL	REASSIGNMENT OTHER
CONTRACT	SPECIAL	OTHER	11. REPORTING PERIOD (FROM-TO)		12. DATE REPORT DUE IN O.P.

SECTION B

QUALIFICATIONS UPDATE

YES NO

Is Qualifications Update Form being submitted with changes, and is it attached to this report?

SECTION C

PERFORMANCE APPRAISAL RATING DEFINITIONS

1  
2  
3  
4  
5  
6  
7

SECTION D

SPECIFIC DUTIES

List up to six of the most important specific duties performed during the rating period. Insert rating which best describes the manner in which employee performs EACH specific duty. Consider ONLY effectiveness in performance of that duty. All employees with supervisory responsibilities MUST be rated on their ability to supervise (indicate number of employees supervised).

SPECIFIC DUTY NO. 1	RATING NUMBER
SPECIFIC DUTY NO. 2	RATING NUMBER
SPECIFIC DUTY NO. 3	RATING NUMBER
SPECIFIC DUTY NO. 4	RATING NUMBER
SPECIFIC DUTY NO. 5	RATING NUMBER
SPECIFIC DUTY NO. 6	RATING NUMBER

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## SECTION E

## SUPERVISOR'S COMMENTS

Amplify or explain the individual ratings given for specific ratings in Section D. Indicate significant work performance. Give recommendations for training. See attached instructions for required comments on: cost consciousness, EEO, safety, security, and evaluation of supervisors. If extra space is needed, use Section H.

## SECTION F

## OVERALL PERFORMANCE RATING

The overall performance rating should take into account everything about the employee which influences effectiveness. See attached instructions for details.

RATING NUMBER

## SECTION G

## CERTIFICATION AND COMMENTS

## 1. BY SUPERVISOR

THIS EMPLOYEE HAS BEEN IN  
IS POSITION \_\_\_\_\_

IF THIS REPORT HAS NOT BEEN SHOWN TO EMPLOYEE, GIVE EXPLANATION

THIS IS UNDER MY SUPERVISION \_\_\_\_\_

IT IS

TITLE OF SUPERVISOR

TYPED OR PRINTED NAME AND SIGNATURE

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EMPLOYEE'S SELF APPRAISAL OF PERFORMANCE, COMMENTS REGARDING SUPERVISOR'S EVALUATION,  
REVIEWER'S COMMENTS OR BOTH. IF EXTRA SPACE IS NEEDED, USE SECTION H.

CERTIFY THAT I HAVE HAD A DISCUSSION OF THIS REPORT WITH MY SUPERVISOR,	DATE	SIGNATURE OF EMPLOYEE
---	------	-----------------------

3. BY REVIEWING OFFICIAL

COMMENTS OF REVIEWING OFFICIAL. IF EXTRA SPACE IS NEEDED, USE SECTION H.

DATE	TITLE OF REVIEWING OFFICIAL	TYPED OR PRINTED NAME AND SIGNATURE
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4. BY EMPLOYEE

I CERTIFY THAT I HAVE READ THE REVIEWER'S COMMENTS.	DATE	SIGNATURE OF EMPLOYEE
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IF ADDITIONAL SPACE IS NEEDED, ATTACH A SEPARATE SHEET.

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A. CHECK ONE /

Employee lacks the potential to assume greater responsibility.

It is too soon to judge when the employee may be ready to assume a higher level of responsibility.

Employee has the potential to assume greater responsibility with additional training or experience.

Employee is entirely capable of assuming greater responsibility as soon as the opportunity occurs.

Employee should be considered for rapid advancement to positions of much greater responsibility, with the expectation that the employee will rise to the highest levels of the organization.

B. DISCUSSION OF POTENTIAL (Justify your choice above. State the qualities of the work performance that best demonstrate a capacity for growth and advancement, or the lack thereof, support with examples.)

SIGNATURE OF SUPERVISOR (Name typed):

DATE:

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